



Joy Mining Machinery Ltd



Kevin Spencer worked as an engineering manager in the UK coal industry before joining Joy Mining Machinery Ltd 15 years ago. He was promoted to UK Operations Director in 1997 and now also has responsibility for operations in China, India, Poland and Russia. He always looked after health and safety but was given formal responsibility for it in 2002.

DRIVERS FOR LEADERSHIP

Internationally, the company values its people and takes its moral responsibilities for health and safety very seriously. Kevin believes that poor health and safety performance could constitute a significant business risk, and he must protect the business from this. He was nominated Director responsible for health and safety in 2002 in direct response to HSC guidance on good practice. Part of his remuneration is related to the achievement of health and safety improvement targets.

	No. of employees	700
	Business Sector	Manufacturing
	Business Activities	Manufacture of underground mining equipment
	Location	UK

"Kevin's leadership and presence in the working environment demonstrates his passion and commitment to drive health and safety from the top."

Geoff Bennett, Pinxton and Wigan sites EHS Manager, Joy Mining Machinery Ltd

VALUE OF LEADERSHIP

- Speeds up the health and safety decision making process as there is a focus and single point of contact
- Reduced corporate risk and risk of litigation, resulting in praise from insurers
- Improved customer relations as they know health and safety is taken seriously
- Fosters partnership with unions (GMB, AMICUS, MSF) on health and safety improvements



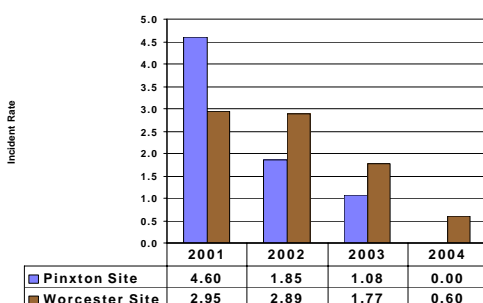
Kevin Spencer



BENEFITS OF LEADERSHIP

- Absenteeism reduced from 4.5% to 2% over 3 years, due to safer working practices
- Early detection of serious illnesses through occupational health screening
- Raising standards and empowering staff through professional training - now 20% of staff have IOSH and 5% have NEBOSH qualifications
- Reduction in incident rates at all UK sites and increased personal awareness of risk, both at work and at home
- Won company awards for "Safest Global Site" and "Best Improved Global Site" in 2004

Incident Rates for Pinxton, Worcester & Wigan 2001 to 2004
(per 200,000 hours worked)





KEVIN'S MESSAGE TO OTHER DIRECTORS IS...

"Directors have a moral responsibility to ensure that their people go home in as good a condition as they came to work."

HOW WERE ARRANGEMENTS DEVELOPED?

The UK sites were taken over by Joy Mining Machinery in 1996 and, although health and safety was high on the agenda, it remained the responsibility of Health and Safety Managers until 2002. The company took advice from the EEF (formally the Engineering Employers Federation) on the new HSC guidelines and nominated Kevin as the Director responsible for health and safety. He was considered the natural choice as he already had particular interest in health and safety issues. The company also benchmarked itself against best global health and safety standards and consulted the workforce when developing arrangements.



CURRENT BOARD ARRANGEMENTS

Kevin is Operations Director and has responsibility for health and safety on the Board of Joy Mining Machinery Ltd which is part of Joy Global Inc. Two Health and Safety Managers cover the three UK sites and report to Kevin. They also report to the Global Health and Safety Director.

WHAT WAS DONE?

- Appointed two Environmental, Health and Safety Managers and a Health and Safety Trainer
- All shop floor personnel participated in behavioural health and safety training as part of a process of culture change
- Provided an open invitation to all staff to do company-funded IOSH and NEBOSH training
- Appointed a full time Occupational Health Nurse and full time health and safety trainer.

DIRECTOR'S ENGAGEMENT

- Driving continuous improvement in health and safety
- Initiated employee perception surveys that take place every two years to check that health and safety messages are getting through and that a high profile is maintained
- Contributes to formal and informal consultation with employees and union safety representatives, including quarterly site health and safety meetings and Executive Council meetings.

WHAT DOES THE DIRECTOR DO?

"Kevin drives health and safety from the front. It is the most important thing for him. All aspects of company health and safety are very thorough."

Robert Griffiths, Machine operator and AMICUS Union Convenor

"Health and safety is ongoing and we are encouraged to show initiative and suggest improvements in how things are done."

Bernard Francis, Leg assembler, Worcester site, Joy Mining Machinery Ltd

- Directors have a health and safety performance improvement target of 20% per year. This cascades down to managers and is linked to remuneration packages

- Walks the shop floor on a daily basis and highlights any health and safety issues

- Chairs quarterly Executive Safety Council for senior managers

- Provides advice to customers on improving their own health and safety standards